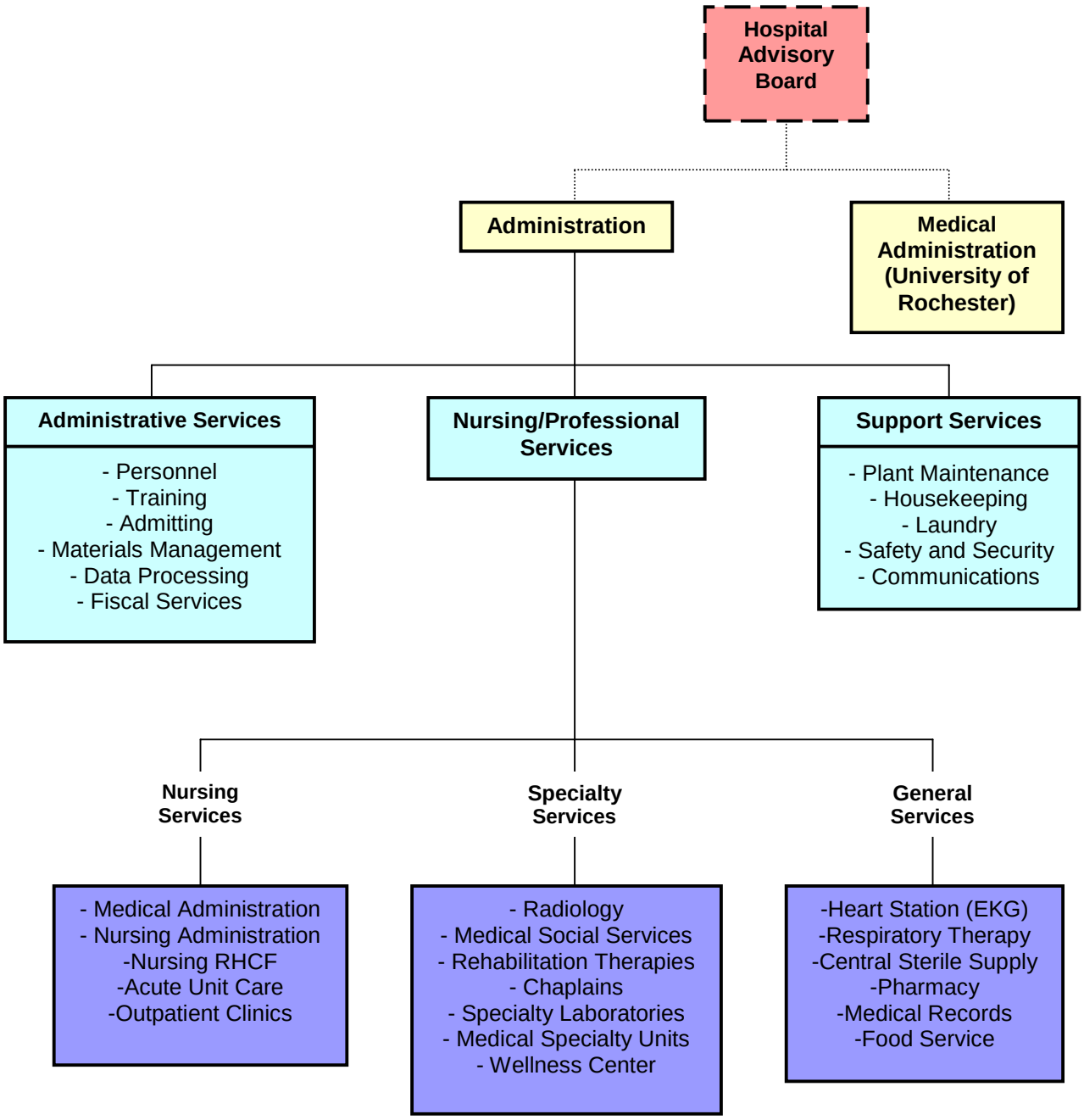
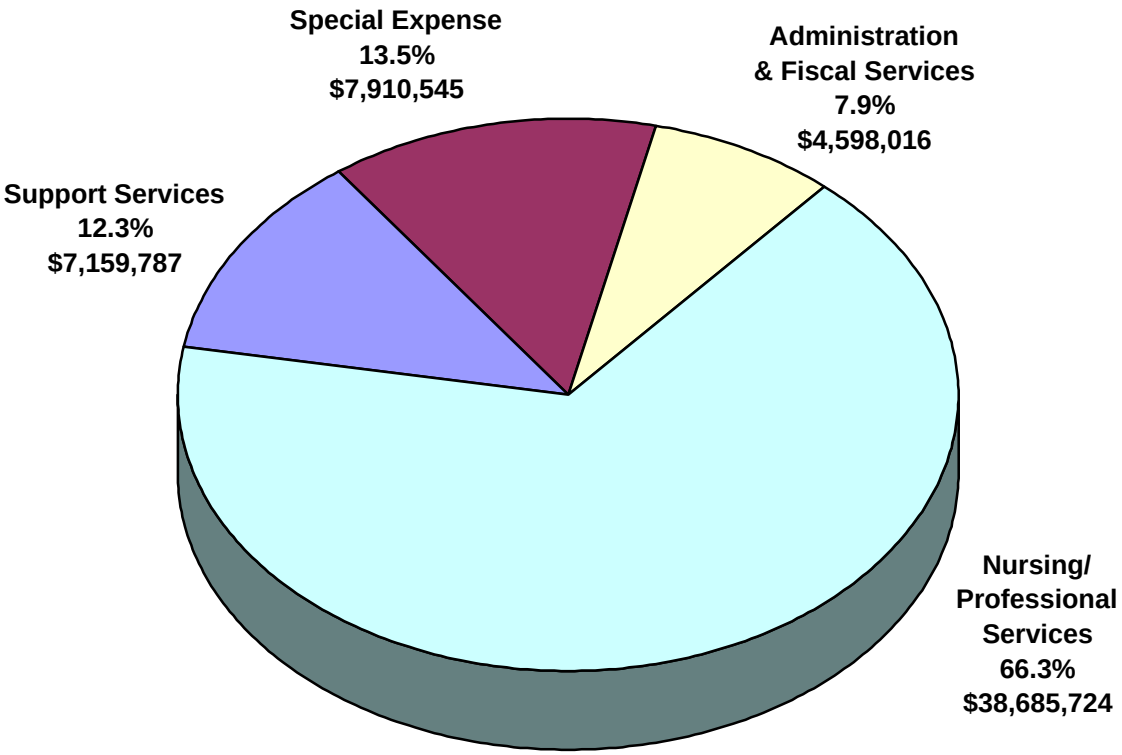
MONROE COMMUNITY HOSPITAL (062)



MONROE COMMUNITY HOSPITAL

2004 Budget - $58,354,072



NET COUNTY SUPPORT

$0

DEPARTMENT: Monroe Community Hospital (062)

DEPARTMENT DESCRIPTION

Monroe Community Hospital (MCH) provides multi-disciplinary services for the extended care and treatment of the aged and chronically ill patient. The primary mission of the facility is to provide high-quality, comprehensive patient-centered care with the emphasis on functional restoration. Physicians and dental staff are provided for the hospital by a medical affiliation contract with the University of Rochester.

Patients are assessed prior to admission and periodically after admission to determine the nursing/rehabilitation services they require. The 566 bed Residential Health Care Facility (RHCF) attends to all levels of residents' needs.

STRATEGIC FRAMEWORK

Mission

Monroe Community Hospital is a health care organization that provides specialized long-term care for the most medically complex cases, serving as a unique and vital part of the healthcare system.

Key Result Areas

Customer Satisfaction: Our customers are satisfied with the quality of services they receive and are confident in our ability to meet their needs.

Productive Workforce: Monroe Community Hospital will employ, train and empower a skilled workforce to meet our customer needs.

Quality Services: Monroe Community Hospital will provide excellent quality of service to its internal and external customers.

Fiscal Responsibility: Monroe Community Hospital will operate in the most efficient manner in the performance of its mission.

Key Result Measures

Customer Satisfaction: Periodic customer surveys are reviewed by administrative staff and appropriate actions are taken to enhance customer satisfaction.

Productive Workforce: The administration monitors employee turnover rates and categories on a monthly basis.

Fiscal Responsibility: Patient occupancy rates and acuity levels are monitored on a monthly basis to maintain maximum reimbursements.

2003 Major Accomplishments

- Maintained Facility Compliance with the State Health Department Survey process
- Maintained a level and consistent occupancy for the Nursing Home
- Opened a resident library with books, tapes, computers with internet access and videos through community donations
- Held our 2nd Annual Golf Tournament which raised $40,000 for the residents and Project Independence
- Expanded the Wellness Center Program to include outreach to a variety of community groups through group memberships
- Signed an agreement with Visiting Nurse Services (VNS) for the provision of Hospice services at MCH

2004 Major Objectives

- Maintain Facility Compliance with the State Health Department Survey process
- Maintain a 95% occupancy level in the nursing home
- Expand the Foundation's outreach and donor base to enhance MCH's programs through contributions and gifts

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BUDGET SUMMARY

		Amended Budget 2003	Budget 2004
Appropriations by Division			
Administration/Fiscal Services		4,750,757	4,598,016
Nursing/Professional Services		39,012,022	38,685,724
Support Services		7,321,010	7,159,787
Special Expense*		9,427,552	7,910,545
	Total	**60,511,341**	**58,354,072**
Appropriations by Object			
Personal Services		25,513,932	25,261,265
Expenses		7,839,590	7,016,011
U of R Medical Affiliation Contract		1,446,275	1,412,244
Supplies and Materials		4,963,436	5,957,838
Depreciation		5,500,000	5,050,000
Debt Service		1,844,314	1,689,249
Employee Benefits		11,420,556	10,946,169
Interfund Transfers		1,983,238	1,021,296
	Total	**60,511,341**	**58,354,072**
Revenue			
Medicaid		46,659,955	47,658,105
Medicare		4,939,738	3,816,949
Private Insurance/Other		4,073,707	3,799,823
Intergovernmental Transfer (IGT)		3,052,741	1,278,295
Other Revenues		1,785,200	1,800,900
	Total	**60,511,341**	**58,354,072**
Net County Support		**0**	**0**

*Special Expense includes depreciation, interest expense, interfund transfers and reserve for bad debt.

BUDGET HIGHLIGHTS

Personal Services *and* ***Employee Benefits*** *appropriations reflect current operational costs.* ***Supplies and Materials*** *includes continuation of rising costs for prescription medicines. Utility costs shift from* ***Interfund Transfers*** *to* ***Expenses.*** ***Expenses*** *also includes phase down of the Nursing Home Assessment Tax from 5% in 2003 to 2.5% in 2004.*

Revenue *reflects a 58.1% decrease in* ***Intergovernmental Transfers (IGT)*** *revenue due to federal phase down of the program compounded with a decrease in allowable Medicare rates. The budget does not include a contribution from the general fund.*

DEPARTMENT: Monroe Community Hospital
DIVISION: Administrative/Fiscal Services

DIVISION DESCRIPTION

Administrative and financial management of the Hospital is the primary responsibility of the Administrative/Fiscal Services division. This division directs personnel and training programs, maintains patient information, performs admission and discharge functions and operates the Hospital's management information systems. Other responsibilities include patient billing, reimbursement analysis, purchasing, and the storing and issuing of supplies and equipment.

This division is also responsible for developing Hospital goals in conjunction with the medical staff and other health care providers to meet present and future needs of the community and to ensure the quality of life for Hospital residents.

Administrative priorities in 2004 include: 1) continue operation of the Acute Unit; 2) continue implementation of a Quality Improvement Approach towards Patient Care and Services; 3) develop realistic staffing patterns to safely deliver care; 4) continue to offer quality programs to our residents and the community; and 5) maintain a Corporate Compliance Program.

BUDGET SUMMARY

	Amended Budget 2003	Budget 2004
Appropriations		
Personal Services	2,243,888	2,240,377
Expenses	1,326,741	1,176,989
Supplies and Materials	146,967	154,318
Employee Benefits	1,033,161	1,026,332
Total	**4,750,757**	**4,598,016**

BUDGET HIGHLIGHTS

Appropriations *reflects this division's share of overall operational costs. The decrease in* ***Expenses*** *reflects this division's share of the Nursing Home Assessment Tax.*

Performance Measures

	Actual 2002	Est. 2003	Est. 2004
Applications for Admissions Processed:			
Residential Health Care Facility (RHCF)	2,231	2,300	2,300
Acute	14	13	65
Admissions:			
Residential Health Care Facility (RHCF)	756	800	800
Acute	14	13	65

DEPARTMENT: Monroe Community Hospital
DIVISION: Nursing/Professional Services

DIVISION DESCRIPTION

Nursing and other direct services to patients are provided through this division. Additional responsibilities include directing and organizing the nursing staff in carrying out supportive and restorative nursing care; operating the acute care unit, the residential health care facilities, outpatient clinic and rehabilitation programs; and developing ongoing training programs for all nursing staff.

Other activities included in this division are:

Cardiac Consultation and Specialized Diagnostic Testing
Respiratory Therapies
Rehabilitation Therapies
X-Ray Services
Laboratory Services
Pharmacy Services
Medical Social Services
Medical Records Management
Medical Specialty Units
Religious Services
Food Service Operations
Wellness Center

BUDGET SUMMARY

	Amended Budget 2003	Budget 2004
Appropriations		
Personal Services	20,932,021	20,531,287
Expenses	4,634,158	4,240,307
Supplies and Materials	4,350,113	5,313,836
Employee Benefits	9,095,730	8,600,294
Total	**39,012,022**	**38,685,724**

BUDGET HIGHLIGHTS

Appropriations, *including* ***Personal Services,*** *reflects this division's share of overall operational costs.* ***Expenses*** *includes this division's share of the decrease in the Nursing Home Assessment Tax.* ***Supplies and Materials*** *reflects the rising cost of prescription medicines.*

Performance Measures

	Actual 2002	Est. 2003	Est. 2004
Outpatient Clinic Visits	7,671	7,700	7,700
Average Patients Cared for Daily:			
Residential Health Care Facility (RHCF)	550	538	538
Acute	1	1	2
Average Nursing Care Hours Per Patient Per 24-Hour Period:			
Residential Health Care Facility (RHCF)	3.4	3.4	3.4
Acute	3.4	3.4	3.4
Drug Items Issued:			
Residential Health Care Facility (RHCF)	545,000	545,000	545,000
Acute	300	300	1,500
Lab Specimens Sent for Testing:			
Residential Health Care Facility (RHCF)	32,600	31,400	31,400
Acute	136	200	1,000
Meals Served:			
Patient	602,301	590,394	590,394
Cafeteria	79,652	73,560	73,560
Other	6,941	23,123	23,123
Total	688,894	687,077	687,077
Wellness Center			
Total Visits	41,314	40,000	42,000

DEPARTMENT: Monroe Community Hospital
DIVISION: Support Services

DIVISION DESCRIPTION

Support Services provides buildings and grounds maintenance, environmental, laundry, safety and security, and communications services essential to the operations of the Hospital. Support Services ensures that the physical complex is maintained in a safe, clean and code-compliant manner and that adequate communications are maintained for the facility.

BUDGET SUMMARY

	Amended Budget 2003	Budget 2004
Appropriations		
Personal Services	2,338,023	2,489,601
Expenses	3,224,966	2,860,959
Supplies and Materials	466,356	489,684
Employee Benefits	1,291,665	1,319,543
Total	**7,321,010**	**7,159,787**

BUDGET HIGHLIGHTS

Appropriations *reflects this division's share of overall operational costs.* ***Expenses*** *includes this division's share of the decrease in the Nursing Home Assessment Tax.*

Performance Measures

		Actual 2002	Est. 2003	Est. 2004
Hours of Maintenance Service Provided:				
Emergency and Routine Repair		21,090	21,090	21,090
Preventive Maintenance		6,670	6,670	6,670
Code Compliance		2,790	2,790	2,790
Energy Conservation		3,280	3,280	3,280
Grounds Upkeep		4,700	4,700	4,700
Remodeling		9,450	9,450	9,450
HVAC		6,670	6,670	6,670
	Total	54,650	54,650	54,650
Pounds of Linen Processed:				
Residential Health Care Facility (RHCF)		2,760,963	2,760,000	2,760,000
Acute		945	2,000	6,000
Other		56,320	56,000	56,000
	Total	2,818,228	2,818,000	2,822,000
Hours of Cleaning Services Provided:				
General Services Area		27,763	27,840	27,840
Patient Area		67,973	68,160	68,160
	Total	95,736	96,000	96,000
Communications:				
Phone Calls		400,000	400,000	400,000
Pieces of Mail		55,000	55,000	55,000

DEPARTMENT: Monroe Community Hospital
DIVISION: Special Expense

DIVISION DESCRIPTION

Appropriations listed in the Special Expense division include: 1) Reserve for Bad Debt to cover uncollectible patient bills; 2) Depreciation expense for the Hospital plant and major equipment; 3) Interest Expense to reflect the borrowings for Hospital additions and renovations accomplished in prior years; and 4) Interfund Transfers which include services provided to the Hospital by county staff departments such as Law, Human Resources and Finance.

BUDGET SUMMARY

	Amended Budget 2003	Budget 2004
Appropriations		
Reserve for Bad Debt	100,000	150,000
Depreciation	5,500,000	5,050,000
Interest Expense	1,844,314	1,689,249
Interfund Transfers	1,983,238	1,021,296
Total	**9,427,552**	**7,910,545**

BUDGET HIGHLIGHTS

Appropriations *for the Special Expense division include all debt service, interfund and departmental transfers, and a bad debt reserve for all divisions in MCH. Changes in* ***Depreciation*** *and* ***Interest Expense*** *reflect current schedules.* ***Interfund Transfers*** *decreases based on shifting utility costs to* ***Expenses****, which is shown in the other divisions.*

STAFF

Total	Title	Group
	Full Time	
1	Executive Health Director	27
1	Deputy Director-Monroe Community Hospital	22
1	Hospital Finance Administrator	21
1	Nursing Administrator	21
1	Chief Pharmacist	20
1	Assistant Director/Patient Services	19
2	Assistant Administrator/Nursing Services	18
3	Pharmacist	18
1	Rehabilitation Director-MCH	18
1	Assistant Hospital Finance Administrator	17
1	Medical Social Services Manager	17
1	Network Administrator I	16
4	Occupational Therapist	16
4	Physical Therapist	16
2	Speech Pathologist	16
1	Associate Personnel Analyst	15
1	Cardiopulmonary Services Manager	15
1	Director of Resident Programs	15
1	Hospital Development Director	15
1	Hospital Reimbursement Coordinator	15
1	Infection Control Nurse	15
1	Materials Manager	15
1	Senior Communications Assistant	15
1	Supervising Accountant	15
1	Systems Programmer	15
2	Clinical Instructor	14
1	Medical Records Coordinator	14
6	Nursing Supervisor	14
1	Patient Accounting Manager	14
1	Prospective Payment System Case Manager	14
1	Supervisor of Environmental Services	14
1	Senior Medical Social Worker	56
1	Admitting Coordinator	13
16	Nurse Manager	13
1	Senior Accountant	13
2	Senior Respiratory Care Practitioner	13
1	Supervisor of Safety and Security	13
2	HVAC Service Engineer	93
8	Medical Social Worker	55
1	Executive Secretary to Director-MCH	12
1	Supervisor of Laundry	12
1	Supervisor Volunteer-Patient Related Services	12
1	Unit Manager	12
48	Registered Nurse	11
4	Respiratory Care Practitioner	11
1	Senior Physical Therapy Assistant	11
1	Supervising Stock Clerk	11
1	Assistant Supervisor of Safety & Security	10
2	Maintenance Mechanic Grade 1	10
1	Network Administrator IV	10

Total	Title	Group
2	Occupational Therapy Assistant	10
1	Physical Therapy Assistant	10
1	Supervising Cook	10
1	Telecommunications Manager	10
1	Therapeutic Dietician	10
2	Therapeutic Recreation Specialist	10
2	Credit/Collection Coordinator	9
1	Financial Admissions Coordinator	9
1	Food Service Manager	9
113	Licensed Practical Nurse	38
2	Dietetic Technician	8
3	Leisure Services Specialist	8
1	Maintenance Mechanic Grade 2	8
1	Working Foreman	8
2	Cashier Grade 2	7
3	Clerk Grade 2	7
2	Clerk Grade 2 with Typing	7
6	Cook	7
2	Medical Records Technician	7
1	Medical Secretary	7
3	Medication Technician	7
1	Records Clerk	7
5	Senior Account Clerk	7
2	Senior Word Processing Operator	7
3	Food Service Supervisor	6
1	Grounds Equipment Operator	6
5	Maintenance Mechanic Grade 3	6
1	Senior Laundry Machine Operator	6
3	Stock Clerk	6
2	Supervising Building Service Worker	6
3	Clerk Grade 3	5
22	Clerk Grade 3 with Typing	5
8	Guard	5
2	Laundry Machine Operator	5
3	Leisure Services Assistant	5
1	Occupational Therapy Aide	5
4	Physical Therapy Aide	5
1	Word Processing Operator	5
1	Stock Handler	4
4	Telephone Operator	4
2	Casework Aide	46
1	Dietary Aide	3
1	Leisure Services Aide	3
9	Materials Service Worker	3
172	Nursing Assistant	3
2	Senior Building Service Worker	3
1	Sewing Machine Operator	2
40	Building Service Worker	1
33	Food Service Worker	1
13	Laundry Service Worker	1
638	**Total Full Time**	

Part Time

1	Physical Therapist	16
1	Speech Pathologist	16
5	Nursing Supervisor-Per Diem	14
2	Medical Social Worker-Per Diem	55
1	Chaplain	12
1	Nurse Recruiter, Part Time	11
19	Registered Nurse-Per Diem	11
20	Licensed Practical Nurse-Per Diem	38
1	Clerk Grade 2	7
1	Medical Records Technician	7
3	Maintenance Mechanic III	6
1	Clerk Grade 3 with Typing	5
1	Clerk Grade 3 with Typing-Per Diem	5
3	Guard, Part Time	5
1	Cardiopulmonary Technician	4
2	Telephone Operator	4
1	Dietary Aide	3
1	Leisure Services Aide, Part Time	3
40	Nursing Assistant, 50 Hours	3
24	Nursing Assistant-Per Diem	3
13	Building Service Worker	1
25	Food Service Worker	1
1	Pharmacist, Part Time	Hourly
3	Respiratory Care Practitioner-Per Diem	Hourly
9	Senior Respiratory Care Practitioner-Per Diem	Hourly
180	**Total Part Time**	
818	**Total 2004**	